Adm - 13. 7

DD/S&T# 2079-72

11 JUL 1972

OSP-0422-72

MEMORANDUM FOR: Chief, Administrative Support Staff,
DD/S&T

SUBJECT   : Leadership and Executive Development

REFERENCE   : DD/S&T#2002-72 dated 5 July 1972

1. Individuals belonging to the R Career Service and assigned to OSP are identified for career development primarily through the annual competitive evaluation system. Of the three major categories upon which OSP personnel are ranked, one, Potential, addresses itself specifically to career development. Another category, Skills and Experience, considers career development in a peripheral manner. The results of the annual competitive evaluation are used for the following purposes:

   a. to identify individuals for promotion

   b. to identify individuals for training to overcome observed weaknesses or to prepare the individual for additional responsibilities

   c. to identify individuals for rotational assignments within OSP to strengthen substantive knowledge or broaden background or expertise.

2. Additionally, informal mechanisms are used to "pass-the-word" on both training programs available and positions opening in other areas of the Agency. Follow-up interviews are conducted with R careerists assigned to OSP to monitor their adjustment, appraise job satisfaction and to apprise individuals of training available, job openings and promotional opportunity.

25X1A

AC/SB/PAD/OSP

DD/S&T FILE COPY

DD/S&T#2002-72
5 July 1972

MEMORANDUM FOR: Executive Officer, OSI
Executive Officer, OSA
Administrative Officer, OSP
Executive Officer, OEL
Executive Officer, ORD
Executive Officer, OCS
Executive Officer, FMSAC
Executive Officer, SPS
Administrative Officer, DFS

SUBJECT : Leadership and Executive Development

It is requested that you review the attached memorandum,

in particular paragraph 3, and provide this Office with a short

paper on the procedures and practices being followed by your

Office in identifying individuals for career development, i. e.,

training, rotation, reassignments, and promotions.
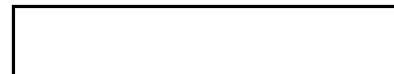
25X1A
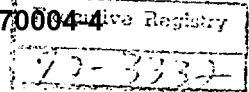
Chief, Administrative Support Staff
DD/S&T

Attachment:
a/s above

DD/S&T
FILE COPY

25X1A

This document becomes UNCLASSIFIED
when separated from attachment.

12 June 1972

DD/S&T# 18/0-72

MEMORANDUM FOR: Director of Personnel

THROUGH   : Deputy Director for Support

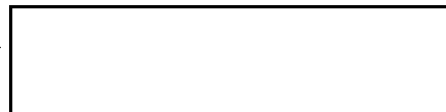SUBJECT   : Leadership and Executive Development

1. Based on the attached briefing paper, a general discussion
of leadership development took place at the Director's Annual Con-
ference. The overall thrust of the paper was accepted in general
terms. It is now up to us to move ahead to turn these into specific
accomplishments, to the extent possible prior to the 30 September
deadline for our next report to the CSC.

2. You have received a separate memorandum suggesting the
integration of our leadership development program into the PMMP.
That bare-bones summary of the program, however, would need to
be filled out by the kind of specifics outlined in your briefing paper.
I thus request that we proceed to develop these specifics simultaneously
with our effort to integrate the overall process into the PMMP.

3. There was general approval of your disinclination to go in
for individual developmental plans. I would particularly like, however,
your recommendations for ways to achieve senior-officer attention to
the problem of identifying individuals for development programming,
to include intensive responsibilities and assignments, rotations, and
training. I believe these should be handled on the directorate level but
that a way be achieved by which I could review with the Deputy con-
cerned his nominations for this kind of development and his proposals
as to their handling. I would like to ensure that we review the overall
program at a Deputies Meeting, in addition to the separate consultations
on the individual directorate's candidates.

4. In this connection, the concomitant aspects of executive man-
power management, i. e., Personal Rank Assignments, were also

discussed. It was generally concluded that this problem should be the subject of line-management counseling and decision with respect to problem areas. At the same time, I would appreciate your following closely the performance of the various directorates on this matter and providing me on a periodic basis an account of directorate performance.

25X1A

W. E. Colby
Executive Director-Comptroller

cc: DD/I
    DD/P
    DD/S&T
    DD/S

BRIEFING PAPER ON LEADERSHIP AND EXECUTIVE DEVELOPMENT

The Need To Improve the Executive Developmental Process

-- For over two decades, businessmen, psychologists, educators and Federal
administrators have given special attention to ways of improving the
quality of organizational leadership. In some businesses executive
selection and development have become the first priority of management.

-- Many approaches and innovations have been tried. Today, it is generally
acknowledged that executive development in the Federal Government has
had limited success. This comment also generally applies to industry.

-- Although no simple set of leadership predictors or single method of
developing leaders has yet emerged from all of the agonizing, theorizing
and experimenting that has occurred over these past years, the search
goes on. Emphases are changing, however. For example, previous concen-
tration on lists of executive traits (some have exceeded 200) has given
ground to the growing realization that successful executives are unalike
and do different things, requiring different attributes and experiences.
Moreover, rapidly changing technology and cultural values pose new dimen-
sions and challenges, importantly affecting the selection and development
of leaders. The current development of leaders and potential leaders
should include exposures to the human and informational sciences as well
as to traditional management functions, e.g., directing, budgeting and
controlling.

-- The growing importance and urgency attaching to executive development are
attributable to a number of reasons:

  -- One is the growing complexity of the leadership role. Effective lead-
  ership is primarily the maintenance by the executive of a successful
  relationship between himself and his subordinates. It is a relation-
  ship in which the head sets the program objectives and priorities and
  provides the proper climate for challenging work; and it is a rela-
  tionship in which his subordinates understand the objectives, find satis-
  faction in achieving them, do the work and make at least some of the
  decisions. In this sense, I am sure you will agree that CIA, as most
  other organizations, has a way to go.

  -- Another reason for seeking to improve the quality of leadership is
  the dilemma that organizations face in managing the conflict between
  the need for leaders to specialize during their careers but be know-
  ledgeable of several fields when they become managers. It is apparent
  that officers picked for leadership usually owe their selection to
  individual prowess in ascending a rather narrowly prescribed vertical,
  functional ladder. It is equally apparent, however, that preparation
  of an individual for executive responsibility can best be achieved by
  exposing him to several areas or disciplines that will later fall
  within his purview as a leader. The need for career broadening of

candidates with leadership potential helps to explain persistent efforts to use mobility and rotation as principal methods of executive development.

-- A third reason is a growing awareness that organizations can no longer rely on the old adage "cream rises to the top" as the basis for selecting leaders. Almost automatically, a hierarchial system will produce enough people to fill executive vacancies, but experience has shown the process of choosing a quality or superior leader is a time-consuming exercise, entailing the observation of several candidates under stress, in a variety of developmental situations.

-- Mature organizations facing an accelerated large turnover of executives within a few years are especially affected by problems of leadership quality and continuity; e.g., China. Even if no vacuum in the top leadership is expected, the continuing departure of other senior officers throughout the organization can have many disruptive effects unless systematic plans are made for their replacement.

-- No list of reasons for effective executive development would be complete without mentioning the dominant tone -- good or bad -- that leaders set throughout an organization. Their attitudes, effectiveness, style, openness and work habits largely determine the general mood and work approach of others. Optimum leadership effectiveness is a key to optimum organizational effectiveness.

Federal Program for Executive Development

-- The President, CSC and OMB have declared executive development to be a major goal in improving the quality and responsiveness of the Federal Service.

-- Five Guidelines have been enunciated for the establishment of an executive development program throughout the Government. Although not intended to be prescriptive, objectives of the Guidelines are to be observed, with approved adaptations, by all agencies. Timetables for implementation have been prescribed, and the CSC has been given responsibility to approve the developmental programs of individual agencies and to later evaluate their effectiveness.

-- The previously distributed paper on executive development contains a basic approach for the Agency to implement a program compatible with the Guidelines. The following are comments on the applicability of that paper to the Guidelines:

-- High level of organizational commitment: The Agency plan calls for the Executive Director-Comptroller and the Executive Committee to establish the policy for executive development, approve systems for uniform administration throughout the Agency; and receive information on results of the program for evaluation purposes.

-- Development Plans: The Agency plan agrees with the Guidelines that executive development must be tailored to individual needs, and it embraces the concept of developing executive incumbents (supergrades) and mid-managers with high potential (GS-13 and above). It also agrees that the number of officers to be developed must be related to the amount of expected turnover in executive positions. The Agency plan, however, offers a system of individualized planning and a compilation of their identifiable developmental needs into training and assignment inventories, rather than advocating the formulation of individual career plans. Previous Agency experience with this approach suggests that they are often unrealistic or incapable of implementation.

-- Mobility Program: To date, the Agency plan does not deal with this difficult problem. The Agency is obligated, however, to establish some kind of mobility program to meet the Guidelines and the desires of the Director. The significance of this issue has occasioned its presence on the agenda as a separate item.

-- Training Resource Utilization: This Guideline emphasizes the importance of relating training facilities to developmental objectives and individualized plans. The Agency plan calls for the increased management training of mid-managers with high potential in a course featuring discussion and application of a wide range of management theories and techniques; e.g., human relations, information sciences and traditional management functions. OTR is undergoing an intensive re-examination of training and development, including the use of training core programs and validation of training effectiveness.

-- Program Evaluation: An action plan will be prepared later.

-- Throughout the Guidelines runs the central theme that effective executive development depends upon the establishment of a system and structure for projecting executive turnover and developing a suitable number of candidates with high potential. The Agency plan recognizes the essentiality of process, as well as appropriate policies, by advocating the continued use, after modification, of the Personnel Movement and Management Program (PMMP).

-- As endorsed last year by the Executive Committee, PMMP serves purposes other than executive development. For example, it traces future turnover, and it provides for career boards to look at each careerist in terms of his advancement potential in future years. Evaluation of the promotional readiness of individuals in Grades GS-13 and above is an important element, however, in identifying mid-officers with high potential -- clearly a prerequisite to individualized developmental planning.

-- The Office of Personnel simplified the PMMP process after its first running to meet various suggestions of the career services and to better achieve its intended purposes. The following are the main changes proposed by the Office of Personnel preliminary to using this mechanism in implementing an executive development program in the Agency.

-- Within each career service, project the amount of turnover in Grades
GS-11 and above and the promotional readiness of each careerist GS-11
and above to advance one or more grades during the next three years,
instead of during a ten-year period as was formerly required.

-- Provide better guidances to the career services concerning the items
of coverage in their annual Career Service Situation Reports, rela-
tive to the most pressing problems expected within the next three
years.

-- As of 30 September, the Agency is obligated to report to the CSC on
several aspects of executive development. Preparation of this report,
presupposes that the Agency will have accomplished by that date inter
alia, the identification of mid-managers with high potential, the prepara-
tion of individual programs for those so identified, and the establish-
ment of mobility assignments (job rotations, task force assignments,
details, interchanges, etc.). Meeting these objectives within the time
allotted is a formidable task. It requires implementation of the Agency
plan, including PMMP, throughout the Agency at the earliest opportunity
and the establishment of career service inventories of developmental
training and assignment experiences identified for individual careerists.
Review of the plan and the modified PMMP (copies are available) are
necessary first steps in meeting the prescribed timetable.

4